technical feasibility unit for recreation studies facilities for recreation facilities

Ontario Ministry of Culture and Recreation

Hon. Reuben C. Baetz
Minister
Robert D. Johnston
Deputy Minister

For further information or assistance contact the regional offices of the Ministry of Culture and Recreation or the Technical Unit for Recreation Facilities, 77 Bloor Street West, 2nd. Floor, Toronto Ontario M7A 2R9, (416) 965-0322.

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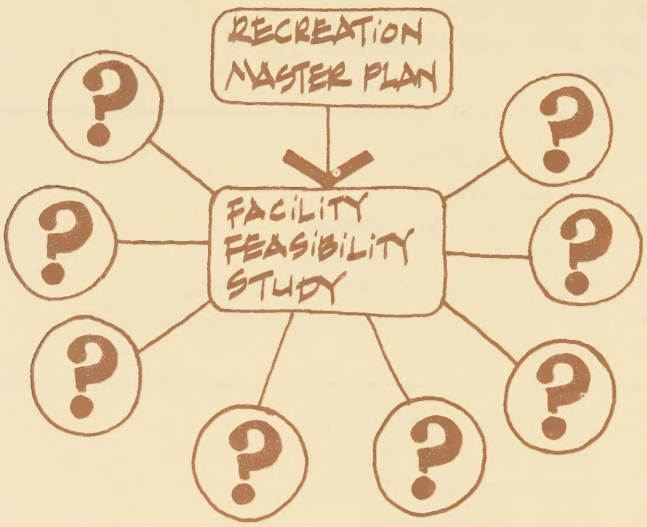
Using the feasibility study to make decisions

what is a feasibility study?



FEASIBILITY STUDY EXAMINES ALTERNATIVES

To ensure that effective and affordable recreation facilities are built, careful and logical planning is needed. The construction of any sort of a recreational facility is the culmination of a process that begins with a recreation master plan. Following from this, a facility feasibility study takes a careful look at the proposed facility and makes sure that the aspirations of the community agree with the specific realities that are faced in the design and operation of this new recreation facility.

First of all, the study considers the new recreation project from the community users' point of view — is this facility going to allow for informal activities and organized programs important to our community at a cost it can continue to afford? Then questions are asked about its location, design, cost, operation, maintenance and renewal. Other larger issues may be raised in the study such as declining enrollment in schools, impacts of population movements, new leisure interests, reduced energy reserves and equalizing access to activities for different groups.

To accomplish this, the study will take as many different forms as there are different problems. It is not a fill-in-the-blanks exercise but a challenging process.

why do a feasibility study?

"THE COST OF A THING IS THE AMOUNT OF WHAT I CALL LIFE WHICH IS REQUIRED TO BE EXCHANGED FOR IT IMMEDIATELY OR IN THE LONG RUN."

HENRY DAVID THOREAU
WALDEN

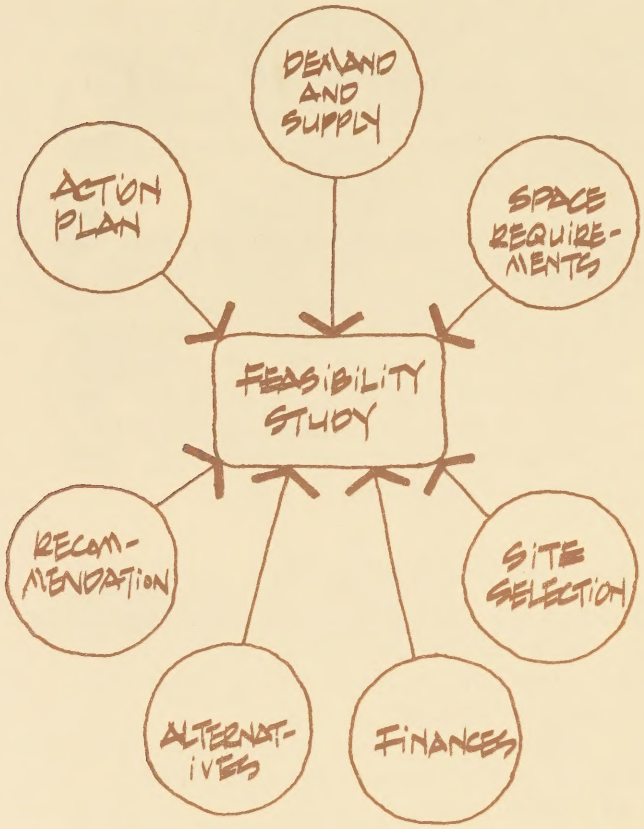
A recreation facility feasibility study helps many people. It outlines each task in the planning of a solution to a recreation problem. The recreation committee, municipal council, ratepayers, users, recreation professionals and funding bodies are informed of alternative plans and their expected benefits.

There are different areas of concern for different projects. The study reports facts and attempts to balance conflicting demands. What is the problem? What are the goals for this part of our community life? What can now be done once all the costs and options are known in detail? After these questions are answered, good decisions can be made.

The goals of the study are:

- To identify the demands of the community for certain recreation activities and determine how to meet these needs now and in the future.
- To recommend the most effective investment of public or private funds to meet these needs.
- To facilitate maximum citizen participation in setting recreation priorities and deciding how recreation dollars should be allocated.
- To provide all the information needed to make a decision that may impact on recreation programs and funds for 30 to 50 years.

scale and scope



When should a feasibility study be done? Rather than using a capital dollar value that requires a feasibility study, the decision should rest on the nature of the proposal, such as:

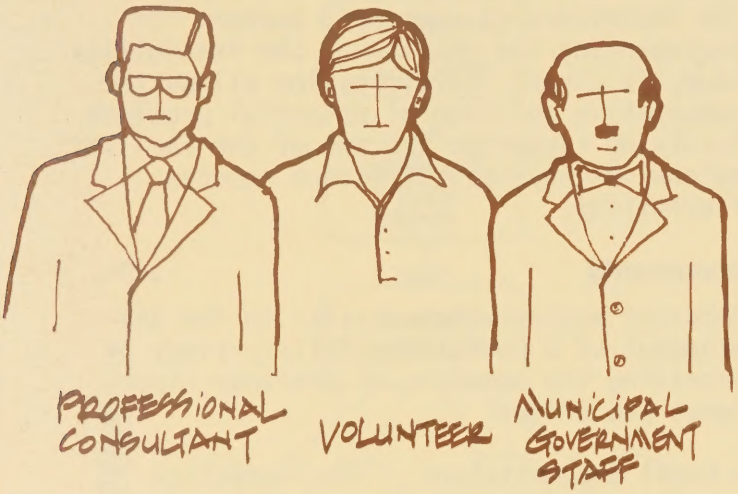
- Is the need for the facility clearly established?
- Is the ideal site available?
- What are the possible alternatives for provision?
- Are all financial aspects accounted for including operating, renewal and user program costs?

A feasibility study will help if any of these answers are not clear-cut. It may need to concentrate on only one aspect, e.g. site selection may be the problem, if all other questions have been answered. In the present climate of cost uncertainty and considering the influence of increased labour and energy costs on operating costs, it is self-evident that financial considerations will need careful attention.

The elements of the study should be presented in an easily understood manner. The contents should be in sufficient detail to aid everyone's understanding and to support the study's findings and recommendations.

The extent of the feasibility study should be appropriate to the size and nature of the intended investment. The cost depends on both expected capital cost of the facility and the questions that need to be answered.

study team and resources



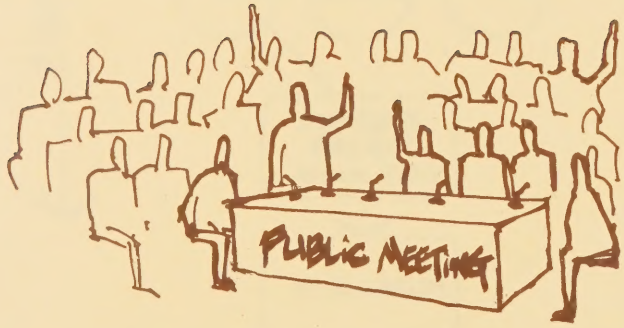
THE FEASIBILITY STUDY TEAM

team

The study team for the feasibility study is selected for their combination of interest and expertise.

- Community group volunteers—professional skills of members of a special activity group interested in the proposed facility are donated for the preparation of the feasibility study.
- Municipal government staff—members of the planning or recreation departments often carry out feasibility studies for facilities that will be municipally-owned.
- Professional consultants—they include representatives from a number of professional groups: architects, landscape architects, consulting engineers, planners and other recreation consultants. When choice exists, the following criteria may be used to select feasibility study consultants:

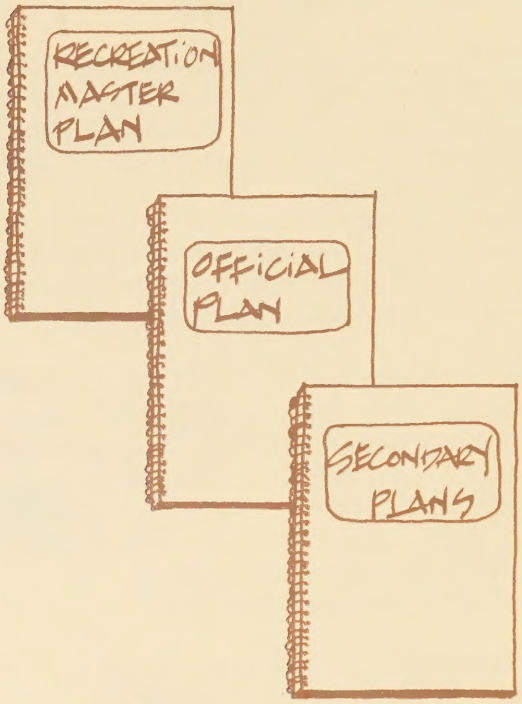
  - Professional reputation.
  - Experience on similar projects.
  - Staff and resources.
  - Methods of operation—who will be responsible for the study and how will progress be reported?
  - Interest in project.
  - Quality of work.
  - References.
  - Fees.



community participation

A variety of individuals in the community may provide input for various components of the feasibility study.

- Local, provincial and national groups.
- Operators of similar facilities.
- Users of similar facilities.
- Recreation professionals.
- Local and provincial government staff.
- Educators.



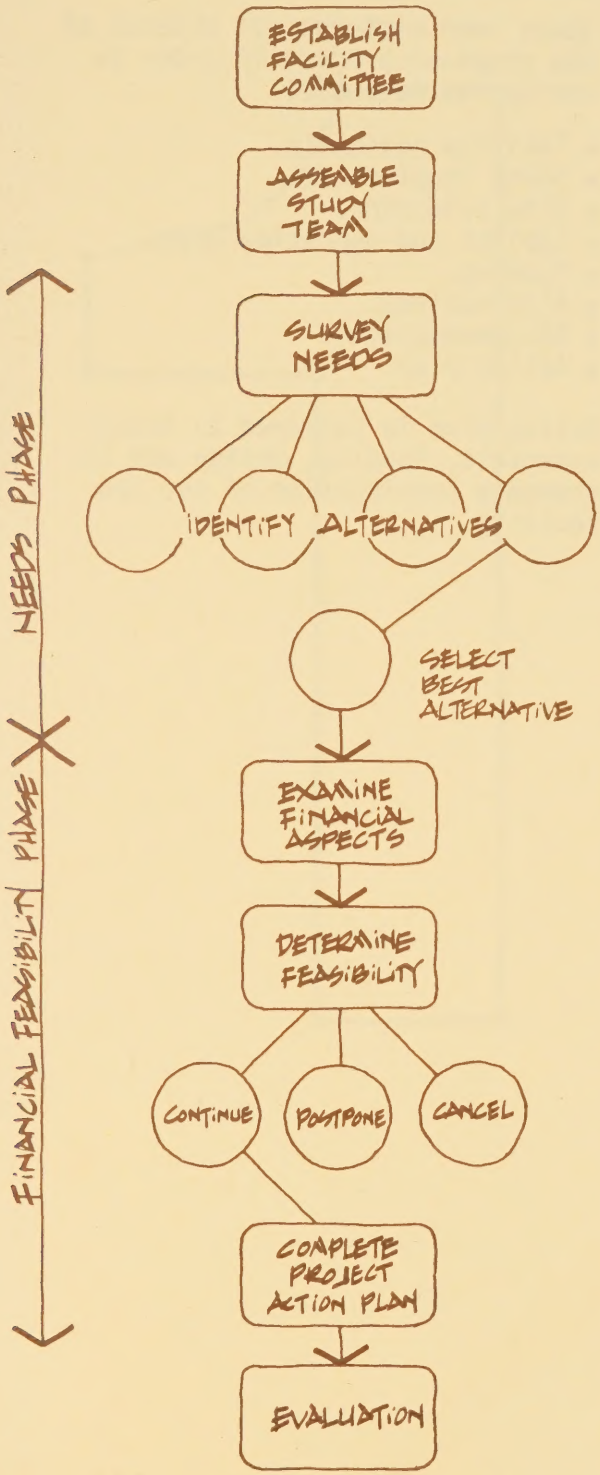
Community participation is a key consideration in the development of the study. The importance of community support for implementing the results of the feasibility study is clear. Participation allows the cooperative solution of potential problems involving financing and use of the facility before its physical structure reduces flexibility.

documents

Document resources can assist in the development of a useful feasibility study by providing the benefits of previous experience and effort.

- Local documentation. The recreation master plan, if it exists, will be very helpful. The official plan, secondary plans and the transportation plan for the community should be carefully reviewed.
- Province-wide surveys on recreation demand and supply, the Tourism and Outdoor Recreation Planning studies, provide helpful information on participation rates and existing outdoor facilities.
- Technical Unit for Recreation Facilities of the Ministry of Culture and Recreation has a document collection that includes previous feasibility studies and design guidelines for a large number of different types of recreation facilities.

process



The feasibility study is a part of the facility development process which might be completed in a couple of months or may require years. Many variations are found in the sequence of activities leading to improved facilities. There are some common features however.

needs phase

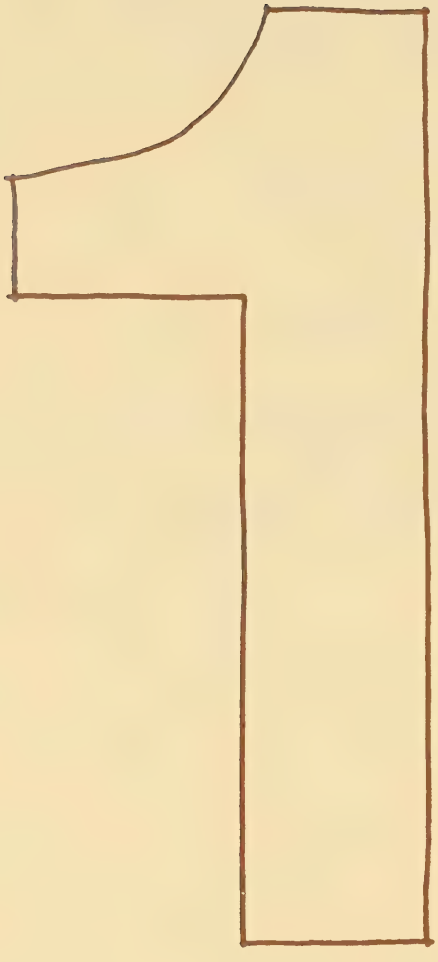
1. Set up a facility committee who report to the parent organization or agency. Their responsibilities include coordination, identifying needs, obtaining community support, fund-raising and all other aspects of the facility planning process.
2. Facility committee selects a study team for the special expertise needed to carry out the feasibility study to the satisfaction of the committee.
3. Study team identifies community needs, existing facilities and type of project required through the following:
   - Study rationale.
   - Inventory of demand.
   - Inventory of facility supply.
   - Analysis.
   - Alternatives — renovation, new construction, shared use, conversion, etc.
   - Directions.
4. Facility committee and parent organization review the study team's recommendations on project type needed. If any type of a capital project is decided on, then a detailed study of the financial feasibility of the project is started.

financial feasibility phase

5. Study team explores all aspects of the proposed project in order to verify its potential.

   - Facility rationale.
   - Space requirements.
   - Site selection.
   - Capital and operating costs.
   - Funding.
   - Alternatives.
   - Recommendations.
   - Action plan.

6. Action plan is followed to obtain approvals, funding, design and to commence construction of the new facility.



needs phase

1.1 Study rationale
1.2 Background data
1.3 Inventory of demand
1.4 Inventory of supply
1.5 Analysis of demand and supply
1.6 Facility development alternatives
1.7 Directions

1.1 study rationale

A description of the purpose for the feasibility study indicating:

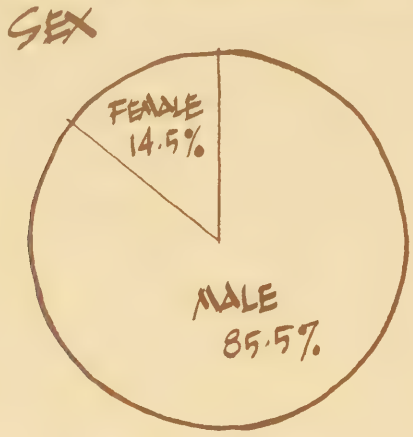
- Why it is needed.
- What issues are going to be examined.
- History of proposal.
- Organizations involved.

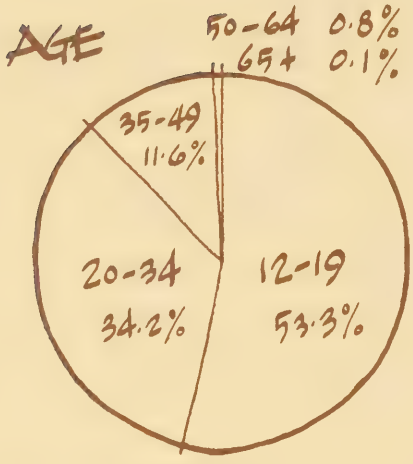
1.2 background data

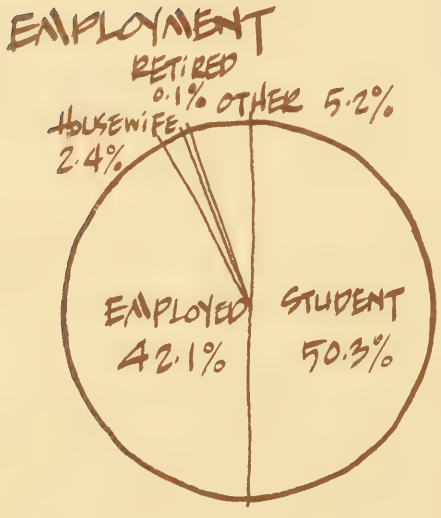
The physical, social, cultural and economic characteristics of the community or region furnish a general picture of its interest in and its ability to support the proposal under consideration. Summaries of the following information will be helpful:

- Population.
- Age, sex breakdown.
- Ethnic origins.
- Occupations.
- Income levels.
- Education levels.
- Local and regional settlement patterns.
- Population growth projections.
- School growth projections.
- Commercial census.
- Economic growth projections.
- Official plans, secondary plans, recreation plans.

1.3 inventory of demand







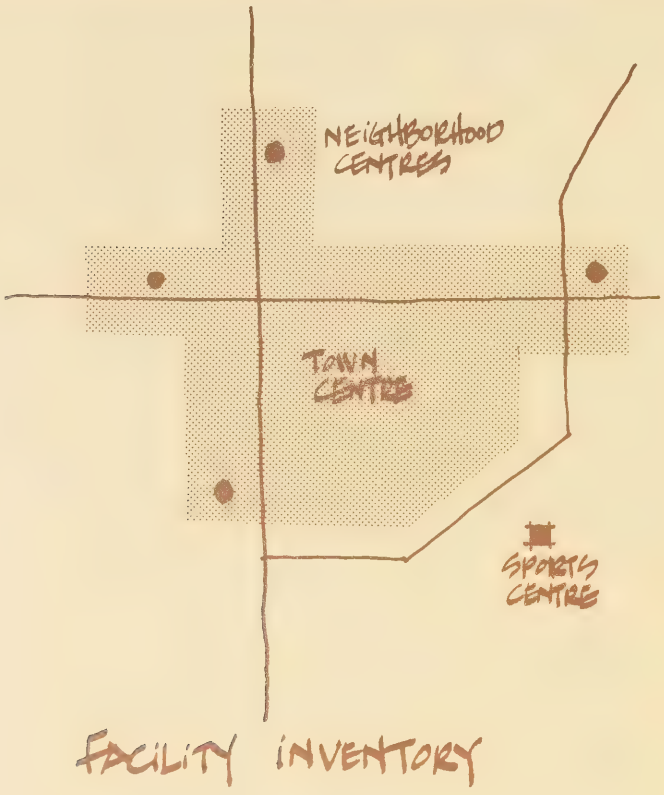
PROFILE OF ICE HOCKEY PLAYERS IN ONTARIO

Inventories of demand establish who is interested in what, when and, if possible, why. The inventory's purpose is to help in the development of a community-based recreation service package. Their logical place in the recreation planning process is at the master plan development stage where all types of activity preferences can be reviewed. If there is no master plan then the demand study should be tailored to examine the community's views on activities considered for inclusion in the proposed project.

The demand inventory can help the study team to identify important features of recreation in the community. For example, it may ask questions such as:

- Past activity patterns — which activities and when?
- Motivations behind past behaviour— why did you or didn't you participate?
- Activity preferences — passive, active, arts, crafts, physical recreation, team sports, individual fitness.
- Profile of the respondent — age, location of home, income, and occupation.

1.4 inventory of supply



FACILITY INVENTORY

The supply inventory allows the study team to determine if existing facilities can be used or new arrangements made for their use to meet the demand. The supply inventory will require a complete survey of facilities or an update of previous surveys. The supply inventory should provide enough detail to enable a decision to be made as to whether existing facilities could be utilized or reorganized to meet the needs in the future.

The supply survey considers every useful possibility:

- Municipal facilities.
- Other government facilities — provincial and federal parks and institutions.
- Conservation authorities.
- Armed forces bases.
- Private clubs — fitness centres, country clubs, apartment buildings, resorts.
- Agencies — Y's, boys clubs.
- Schools — elementary, secondary, colleges and universities.
- Commercial and industrial operations.
- Theatres.
- Churches.
- Facilities in surrounding communities.
- Regional complexes.
- Vacant land and empty buildings.
- Hydro rights-of-way, abondoned rail lines and greenbelts.
- Galleries and museums.

The supply study uses maps and other visual aids to present the results, with additional information showing:

- Who operates them.
- Who uses them.
- How much they are used.
- Whether they are financially secure.
- How far the users travel.
- Any facilities scheduled for renovation or expansion.
- What new facilities are in the planning stage.

1.5 analysis of demand and supply

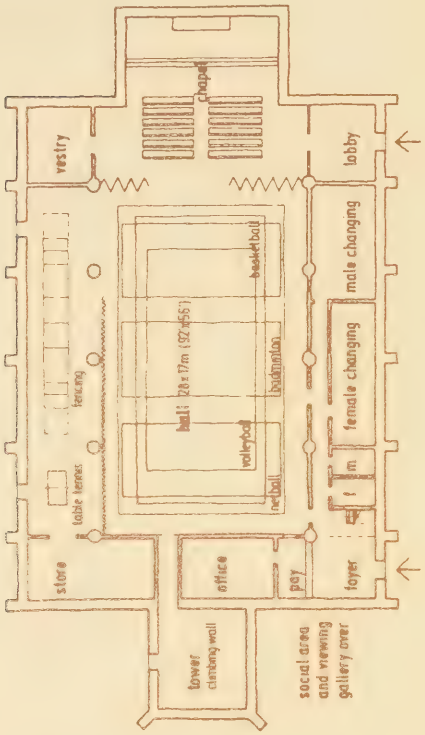
Oversupplying a community with one type of facility or large single-purpose facilities may carry a long term penalty. Dollars might have been better spent to provide a variety of opportunities through smaller multi-use facilities. Leisure interests will be affected by the changing proportion of elderly in Ontario's population. The study team must develop a strategy for facility development guided by the recreation goals of the community.

Data collected in the demand and supply inventories is now available. The study team uses appropriate analytical techniques which help to identify facility and activity priorities:

- Public participation method — meetings, surveys and questionnaires are used; decision-making rests with the community.
- Objectives approach — from a set of recreation goals such as access, variety and quality, measurable objectives are developed such as maximum service area and capacity of a facility for a given user population.
- Economic benefits — based on measuring willingness-to-pay for recreation facilities. Interviews or travel cost surveys provide information on values.
- Social indicator method — assumes recreation experiences meet certain human needs. Information on the social and economic character of the community is used to indicate needed facilities.
- Standards technique — widely used technique directly relating facilities to population. Standards fall into 4 groups: user standards, space standards, service area standards and design standards. The arbitrary nature of standards is increasingly being called into question.
- Combinations of these techniques.

1.6 facility development alternatives

The different approaches to facility development take advantage of various local conditions. The study team balances the priorities of the community with its resources. Each alternative provides a different path to the recreation goals.



POSSIBLE CONVERSION OF A CHURCH FOR RECREATION USE.
SPORTS COUNCIL,
RECREATIONAL USE OF CHURCH BUILDINGS

a. renovate existing facilities

Structural or interior upgrading to continue or expand existing uses.

- Remove deteriorated and unused seating, equipment, partitions, buildings.
- Replace existing roof structure.
- Upgrade mechanical services.
- Relocate activity areas, entrances, exits, circulation paths.
- Add storage areas, acoustic panels, lighting systems, communication systems, synthetic playing surfaces, access for the handicapped.

b. convert and re-use

Structural or spatial alterations to allow a new use of an existing facility.

- Churches
- Factories and other commercial buildings.
- Railroad stations.
- Schools.
- Heritage buildings.
- Police and fire stations.
- Supermarkets, gas stations.
- Rooftops.
- Cemeteries.

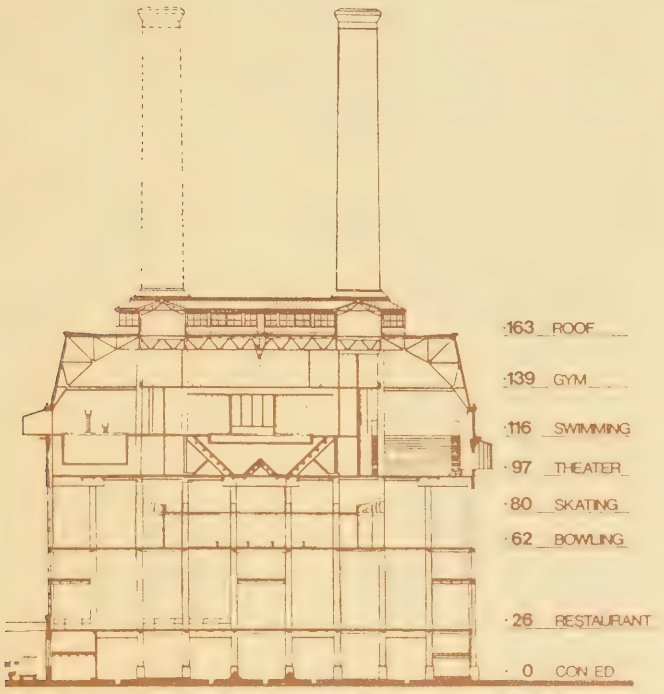
c. shared and joint-use agreements

Use of facility by more than one organization or community in order to obtain maximum value for facility dollars.

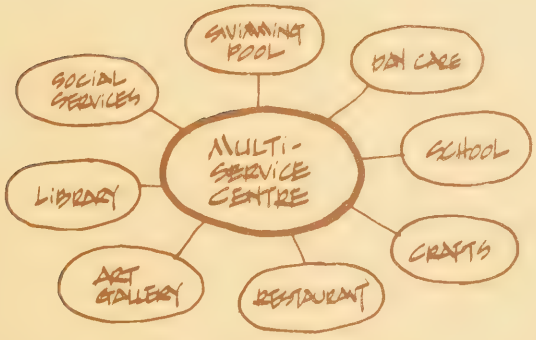
- Direct cost-sharing in planning, construction and maintenance.
- Direct rental (hour/day) charged to the user.
- Reciprocal arrangement--exchange of use of each other's facility for free or a nominal charge.
- Payments to the facility owner in exchange for availability of the recreation component for general public use in after-hours. The payments can be offered to fund construction, renovation or the programming.

d. lease existing or specially built facilities or land

Eliminate capital costs by accepting higher annual costs; for programs with a limited life span, when capital funds are not available or if the need is immediate.



SHERMAN CREEK STATE PARK
NEW YORK CITY, USA
RICHARD DATTNER & ASSOC. ARCHITECTS
CONVERSION OF AN OLD POWER
STATION TO RECREATION COMPLEX.



SOME COMPONENTS
OF A MULTI-SERVICE CENTRE

- Temporary communities
- New activity booms--skateboarding, indoor tennis.
- Prohibitive land costs.

e. subsidize existing or new facilities

Provide financial or other support to owners and operators of desirable facilities.

- Make land available.
- Guarantee minimum amount of usage.
- Provide tax incentives.

f. increase efficiency of existing facilities

Meet new needs with existing facilities by operational changes.

- Lengthen hours of operation.
- Shorten rental periods.
- Increase efficiency.
- Increase off-peak use.
- Enlist volunteer help.

g. increase promotion of less capital intensive activities

For example, encourage cross country skiing, and reduce subsidies for activities involving high capital and operation costs.

h. multi-service centres

Combine recreation along with arts, cultural, social services or other compatible activities to fulfill a broader social function and reduce all costs.

i. new construction

Necessary because of new programs, new communities, lack of suitable existing building stock.

j. cancel project

Needs not firmly identified or major changes in community taking place indicate that the project is not justified.

k. delay project

Temporary uncertainties point to reconsideration at a later date. Specify exact date when the next review of the proposed project would begin.

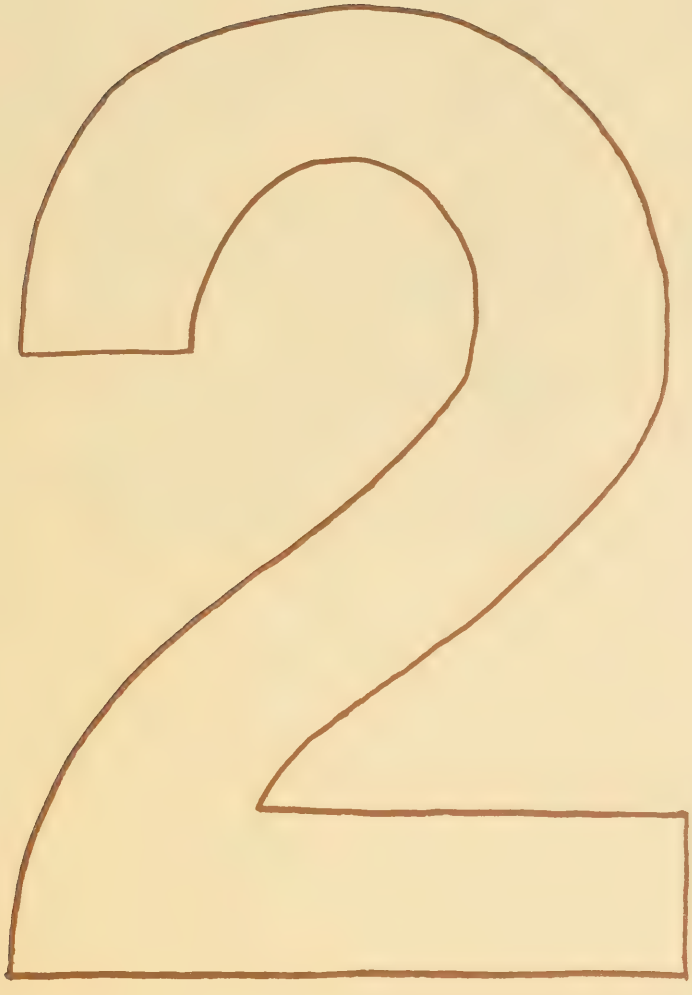
1.7

directions

The study team selects the most feasible project alternative for more detailed consideration in the second part of the study. The team is aiming to make the best uses of the community's resources:

- Existing facilities.
- Dollars from inside and outside the community.
- Program leadership potential.
- Varieties of leisure interests.
- Citizens of the future.

This is a convenient point for a review of the progress made so far. The building committee and the parent body will question or endorse the study team's documentation of needs and selection of project type. Recommendations for further action will be examined and if appropriate, a detailed examination of the financial feasibility of the selected facility project will shortly begin.



financial feasibility phase

2.1 Facility rationale
2.2 Programs and policy
2.3 Space requirements
2.4 Site selection
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2.1 facility rationale

The next stage of the study is to determine the feasibility of a certain project. A successful recreation facility project requires accurate and complete accounting during the feasibility study stage for all the costs. These costs include not only those associated with putting the facility in place, but also those needed to keep it going over its expected life time. In addition to capital expenditures, detailed consideration is given to the operating budget for the first 3 to 5 years. The questions to be answered now for the proposed facility concern:

- Activity programs and operating policy.
- Space requirements.
- Site selection.
- Finances.
- Alternatives.

A brief statement shows the purpose of the second stage of the study, what project type has been selected and what needs it meets.

2.2 programs and policy

The goals and objectives of the proposed facility are required. The goals express those parts of the broad aims of the community's recreation program that this facility will support. The objectives of the proposed facility indicate in measurable terms how the facility will be run to meet these goals.

How and when are recreation opportunities going to be provided by the proposed facility? Each activity is analyzed separately:

- Goals and objectives of the program.
- Number and grouping of users.
- Projected personnel.
- Timing of activities.
- Furnishings and equipment needed.
- Relation to other activities.

2.3 space requirements

MULTI-SERVICE CENTRE

	Gross Area sq.m.	(sq.ft.)
Swimming Pool	1300	14,100
Ice Rink	2193	23,600
Secondary School Gym	790	8,500
Elementary School Gym	753	8,100
Multi-Activity Rooms	548	5,900
Secondary School Addition	780	8,400
Elementary School	1830	19,700
Day Care (Pre-school)	149	1,600
Library	1031	11,100
Teen Lounge	186	2,000
Seniors Lounge	167	1,800
Family Games Area	107	1,000
Arts and Crafts Center	158	1,700
Community Information Facilities	399	4,300
Coffee Shop	158	1,700
Center Administration	111	1,200
Plant Maintenance	390	4,200
TOTAL	11060 m^2	118,900 sq.ft.

EXAMPLE OF SPACE PROGRAM OF A COMMUNITY CENTRE

Space requirements detail the areas required for each function in the new facility, not only the primary activity space but also support areas such as storage rooms.

The space program needs to be detailed enough so that a preliminary cost calculation can be made. An allowance is made for necessary circulation space linking the various functional areas. Estimates of areas needed to meet various functional requirements are available from:

- Lists of space requirements for existing facilities.
- Construction drawings or by measuring the rooms themselves.
- Texts on facility design.
- Facility operators.
- Design consultants.
- Equipment manufacturers.
- Statutory requirements such as the building code.

AT THIS STAGE NO COMMITMENT TO BUILDING FORM IS NEEDED. The purpose of the space program is to produce a figure for the overall area. Preliminary cost estimates used in the financial component of the feasibility study are based on this gross area figure.

2.4 site selection

SITE CRITERIA

- LOCATION
- ACCESSIBILITY
- SIZE AND SHAPE
- AESTHETICS
- POLLUTION
- UTILITIES
- PUBLIC CONTROL
- LAND USE AND PROPERTY DEVELOPMENT REQUIREMENTS
- TOPOGRAPHY
- SOIL
- SURFACE AND GROUND WATER
- VEGETATION AND WILDLIFE
- CLIMATE AND MICROCLIMATE
- COST

Where land is available, what it costs and how accessible it is to the expected users are the questions to be answered during site selection. A comparison of various sites will consider:

- Geographic location — public transportation, distance from users using various modes of transport from walking to automobiles.
- Size and topography — parking, grading, potential for expansion.
- Cost of acquisition — current ownership.
- Security of tenure when land is not to be bought outright.
- Soil and drainage conditions.
- Services — water, gas, sewer, hydro.
- Present structures and usage.
- Easements.
- Adjacent land uses — social impact.
- Vegetation and life forms — environmental impact.

Each site can be evaluated according to these factors. Usually the choice becomes obvious due to location and cost. In more complex situations, where a greater number of sites are being considered or in cases of unknown social and environmental impacts, separate studies may have to be done before a final selection can be made. Weighting and ranking schemes may be helpful in difficult selections. A clear statement of why the chosen site was selected will be needed in case of questions arising later on in the planning process.

2.5 capital costs

COST COMPONENTS OF A RECREATION FACILITY:

- CAPITAL COSTS
- BUILDING AND MAINTENANCE COSTS
- CYCLICAL RENEWAL COSTS
- USER COSTS

CAPITAL COSTS:

- SITE ACQUISITION
- DESIGN AND MANAGEMENT
- CONSTRUCTION
- FURNITURE & EQUIPMENT
- SITE PREPARATION
- SUPPLIES
- CLERK-OF-WORKS
- ADMINISTRATION AND LEGAL FEES

The capital portion of the facility budget is the largest single expenditure, although, the total yearly costs for operation and use may far exceed that initial expenditure. The feasibility study team should be aware of costs from the pre-planning stage to 50 years hence.

The development of a capital budget for a facility depends on the accurate estimate of projected costs for construction. During the feasibility study, these are usually based on the area or volume of the proposed structure. In addition, the capital cost of a facility is made up of the following costs:

- Acquisition of land — surveys of potential sites, soil testing, land purchase, legal costs if any.
- Architectural fees and planning costs.
- Construction contract — this is the largest part of the project budget.
- Site preparation — these costs include utility service hook-up (water, hydro, sewer, gas), site drainage and landscaping, parking areas, fencing, exterior lighting.
- Furnishings and equipment — generally movable items are outside of the general construction contract and are therefore separately budgeted.
- Supplies and other materials — this includes washroom supplies, light bulbs, groundskeeping equipment, maintenance equipment and other supplies.
- Clerk-of-the-works — a resident inspector may be hired to supervise the process of construction.
- Administration and legal costs — these include advertising, postage, accounting, office equipment and fees for preparing legal documents.

2.6 proposed capital funding program

Ways of raising capital and operating monies need to be investigated. The advantages of each can be examined.

- Federal and provincial government grants.
- Municipal tax dollars.
- Service club, individual and commercial support.
- User revenues.
- Debt financing.
- Joint development and operation agreements.

Funding sources should be carefully evaluated and their reliability determined. In doubtful cases, alternate sources should be identified. The availability of sufficient funds at appropriate times is essential for meeting construction deadlines. The feasibility study too, answers the following questions:

- What is the capability of the community to support fund raising drives?
- How accurately can capital costs be projected?
- What impact will unforeseen construction cost increases have on the financial feasibility?
- How will construction costs be controlled?
- Can government employment programs be used?
- How is any debt going to be retired?

2.7 operating cost projections

Operating costs represent the on-going obligation faced by a community planning a new facility. An operating cost projection shows funds and personnel needed to maintain, renew and run programs in the proposed facility. Costs should be projected for the first 3 to 5 years of operation.

BUILDING AND MAINTENANCE COSTS:
- FUEL & UTILITIES
- CLEANING
- PREVENTIVE MAINTENANCE
- PAINTING
- SECURITY
- ADMINISTRATION
- TAXES

CYCLICAL RENEWAL COSTS:
- REPAIRS
- REPLACEMENTS
- ALTERATIONS

USER COSTS:
- WAGES
- SUPPLIES
- COMMUNICATIONS
- EQUIPMENT RENTAL

building and maintenance costs

Maintenance costs worthy of attention include:

- Fuel and utilities — oil, gas, water, electricity.
- Cleaning and supplies.
- Preventive maintenance and service contracts.
- Security.
- Financing costs.

cyclical renewal costs

Cyclical renewal costs occur at regular intervals but not annually. They include major maintenance operations such as equipment replacement. They can be planned for in advance given certain information about the expected life of the equipment. This cost. which should be considered in the feasibility study, includes:

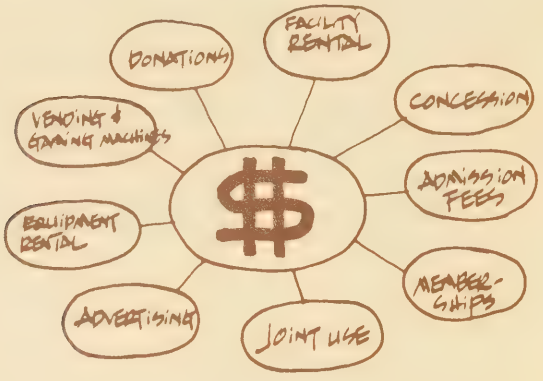
- Redecoration of the building's interior and exterior.
- Repair and maintenance of equipment, building surfaces, structure, roads and sidewalks.
- Replacement of fixed and moveable equipment.
- Alterations to building and site.

user activity costs

The final cost area is the user activity costs. A careful study of some non-recreation facilities showed that these costs can far exceed capital and operation costs. They need to be considered to obtain an accurate picture of what economic impact the recreation facility will have on its community. User costs include:

- Wages of non-operational personnel such as program leaders.
- Supplies and materials used in activities.
- Interior and exterior communications.
- Rented equipment.

2.8 projected revenue potential



In order to offset the impact of operating costs, the study team examines the revenue generating potential of the facility. Revenues are produced by:

- Facility rentals.
- Food and beverage concessions.
- Admission fees.
- Memberships.
- Joint use agreements.
- Advertising space.
- Equipment rental, sales and service.
- Vending and game machines.
- Donations.

This analysis covers the first 3 to 5 years. It gives a projection of the surplus-deficit position that the proposed facility will place the community in. If a deficit results, the means by which funds will be acquired to support the facility are examined.

2.9 alternatives

As a result of the investigations in the preceding sections of the feasibility study, there may be several different courses of action possible. Each should be summarized in terms of its potential user group, space program, site, cost and any other implications.

a. discontinue or defer

Funds are not available for either capital or operating costs.

b. build in phases

Build a self-contained part of the project first, while providing for easy addition of additional phases later. The revenue generating facility is usually built first.

c. site options

Seek to minimize cost and maximize accessibility.

d. scale of provision

Consider building size and quality.

e. multiple-purpose facilities

Consider eliminating expensive single-function areas in favour of multi-purpose spaces.

f. joint ventures

Share costs and facilities with other agencies.

g. funding methods

Alternative funding sources and back-up fund raising plans.

h. contractual arrangements

- Stipulated sum (lump sum).
- Cost plus.
- Project and construction management.
- Developer proposal--package deal and design build.

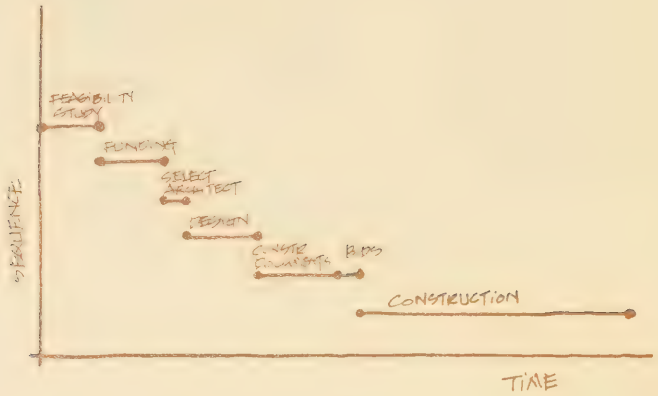
2.10 recommendations

The recommendations convey to the committee what the authors of the study think should be done. One particular option is selected that meets all requirements. All arguments for this choice are presented. The recommendations establish:

- What to do.
- Why do it.
- Where to do it.
- How much it will cost.
- How it will be financed.

2.11

action plan



PROJECT SCHEDULE

The action plan, the final component of the feasibility study, shows how the recommendations may be implemented — what the next step is after approval of the feasibility study's recommendations. The sequence of activities leading to the completion of the facility are outlined. The time when each activity begins and ends is shown along with the party responsible for its completion. A typical project time-frame would be as follows:

- Feasibility study.
- Funding.
- Selection of an architect.
- Preliminary plans and costs.
- Design development.
- Working drawings and estimates.
- Approval by regulatory bodies.
- Tendering.
- Bid selection.
- Construction.
- Occupation of the facility.

using the feasibility study to make decisions

Who are the decision makers?

- The recreation committee has been charged with the responsibility for investigating all aspects of the proposed facility. They will closely review the study before deciding to accept it.
- The community-at-large will be both the users and the financial supporters of the proposed facility. They want to be sure it is responsive to their needs and within their budgets.
- Funding sources find the feasibility study an important aid in determining the suitability of the project and its social and financial implications.
- Architects or other design professionals will use it to help them design a facility that meets community needs within the proposed budget.

These decision-makers face a number of issues, when considering the implications of the proposed facility:

- Bias on the part of the study team. The authors may have a financial or other interest in seeing the building built that precludes a careful review of alternatives involving joint-use of existing facilities for instance.
- Hidden assumptions. That which is included in cost figures and what is not included should be made clear.
- Questionable projections. Are operating cost estimates reasonable in view of increasing energy and labour costs? Is allowance made for the inaccuracy of the projections for revenues? Is there a contingency fund in the capital budget that will cover unexpected costs and funding shortfalls?
- Alternatives. The feasibility study should provide a basis for discussion of different courses of action rather than simply stating build or do not build.
- Community participation. The public needs to be kept informed of the issues during the feasibility study stage, so that when time comes to implement the recommendations they are ready with their support.
- Community enthusiasm. Rather than discouraging motivated citizens, the feasibility study can strengthen legitimate community aspirations.

Whether it is short or long, handwritten or typeset, the feasibility study is only a means to an end. That end is the involvement of the community in the determination of how and when public recreation dollars are going to be spent to provide beneficial leisure experiences now and in the future.